



Guanxi in Metal Industry: The Salesperson's Perspective

¹Prof. Stephen Chi-Tsun Huang, ²Chih-Jung Lee, ³Yung-Lin Fu

^{1,2,3}National Kaohsiung University of Science and Technology, Taiwan

Email: ¹yoshi@nkust.edu.tw, ²b741023@gmail.com, ³Frankie@wanchi.com.tw

*Corresponding Author: Chih-Jung Lee, (Email:b741023@gmail.com)

Abstract- "Guanxi" refers to a link of mutual trust and extension, which can increase the mutual benefit of both parties to enhance long-term interests and create higher value for each other. This study is based on Confucian guanxi theory and focuses on the association between the three elements of Guanxi (feelings, favors, and trust, or Ganqing, Renqing, and Xinren in Mandarin) and the performance of businesspeople in Guanxi. At the same time, the concepts of hard work and smart work are used as the control variables to exclude their effects. The approach is to use Smart PLS for structural equation modeling. We collected 220 valid questionnaires from purchasing managers in the metal products manufacturing industry. The research object was to conduct research and surveys on purchasing personnel in the company, corresponding business representatives, or relevant personnel of suppliers, seeking interaction with business partners. The results show that favoritism (Renqing) has a significant effect and trust (Xinren) has a marginal effect. In contrast, affection (Ganqing) did not have a significant impact on salespeople's performance. As previous literature has shown, working hard and working smart can have a positive impact on performance. Through this study, we further understood that the current traditional industry of metal products manufacturing has a relatively deep relationship between favorability (Renqing) and trust (Xinren). Therefore, the study found that the concept of Renqing has the highest value, followed by Xinren, and Ganqing is the lowest, even lower than the two control variables of hard work and smart work.

Keywords: Guanxi, Work Hard, Work Smart, Salespersons' Performance.

I. Introduction

In the so-called 3D industry (Dangerous, Difficult, Dirty), which relies on highly labor-intensive, physical labor, or exposure to outdoor work, poor environment, and long hours of work, how to stabilize and balance, maintain close "relationships" and good work attitudes and skills, and to understand and flexibly use the "relationship" performance is necessary. Still, it must be a well-thought-out technique and practice. In particular, maintaining a stable, balanced, and close relationship with customers, coupled with good working attitudes and smart skills, significantly impacts business performance.

This study investigates how "Guanxi", a concept of mutual understanding in Chinese society, allows both parties to continue to build mutual trust, exchange and extend their values, and enhance the long-term business development and business objectives of B2B businesses even after the transaction has ended.

According to Confucian theories, the scope of "Guanxi" in Chinese societies usually refers to feelings, favors, and trust (Yen et al., 2012), a kind of emotion and ambiguity belonging to a specific ethnic group. This can resolve the differences between two parties and use the limited resources effectively. Because of the shared understanding that makes the relationship smoother and more stable.

There is a growing body of literature that compares the Chinese social circle and cultural meaning of "Guanxi" (Chinese relationship) with the Western-developed concept of bonds and relationships (Yau et al., 2000). For example, the concept and idea of "Guanxi-relationship" in Chinese



is not unique to Western literature but has long been recognized in Chinese societies (Mavondo & Rodrigo, 2001). Chinese societies do not operate in the same way as the West. If cultural biases and understandings of the role and responses of "relationships" are not considered, relationships may be damaged and jeopardized (G. Lee et al., 2017; Sharma, Kingshott, Leung, & Malik, 2022; Yen & Abosag, 2016; Yen & Barnes, 2011; Zhou, Zhang, Shen, & Zhou, 2020).

The purposes of this study are as follows:

1. To examine whether the conceptualization of Guanxi and the control variables of hard work and smart work with good compositional reliability.
2. To synthesize the concepts and variables to measure Guanxi and salesperson's performance.

The remainder of the paper is organized as follows. In the following section, we present the theoretical background, our proposed model with the hypotheses, and the methodology used in this study. Testing the hypothesized model with SmartPLS 3.0, and finally, we end this article with a conclusion and recommendations.

II. Theoretical Framework

2.1 The concept of Guanxi

In theory, "Guanxi" is largely based on connections between people and specific behaviors between organizations (Geng, Mansouri, Aktas, & Yen, 2017). In Confucian societies, guanxi can also be seen as a cultural construct and has proven to be valuable. Especially in corporate organizations, such as growing business, the importance of "Guanxi" in transactions continues to increase, and the relationship between companies is also like the interaction between people, which changes over time, some will increase the emotional temperature, others will intensify the state of change or may disappear (M. M.-h. Yang, 2002).

From a business perspective, "Guanxi" is an institutional force and governance structure, not just a cultural factor. From the perspective of the enterprise, it can also gain obvious advantages in financial performance, sales channels and social benefits. It can even be regarded as social capital and cooperative resources (Cai, Jun, & Yang, 2010; Cao, Baker, & Schniederjans, 2014; Gu, Hung, & Tse, 2008). "Guanxi" also reflects a social behavior that links exchange obligations to transaction objects, so the interactions of "Guanxi" are not limited to commercial behavior (M. M.-h. Yang, 1994). In order to reduce mutual uncertainty and lower the speculative behavior of organizational members, enterprises are encouraged to adopt "Guanxi" as an important governance principle (Chung, 2011; Standifird & Marshall, 2000).

Although "Guanxi" is reciprocal, compared to the Western sense of "connection," reciprocity requires fair exchange and roughly equal value. In short, the characteristics of "Guanxi" is: "mutual trust and affection between both parties through numerous interactions that follow boundaries, equality, and long-term fairness.", which are both carefully considered and often habitually cultivated (X.-P. Chen & Chen, 2004). "Guanxi" is also a dynamic resource model that all parties need to continuously cultivate, incubate and prolong, otherwise these connections will disappear (Berger & Herstein, 2012).

2.2 The constructs of Guanxi (Ganqing-feelings, Renqing-favors, and Xinren-trust) and the research hypothesis

This study focuses on salespersons and their business performance within one of Chinese societies, so Confucian relationship (Guanxi) theory was adopted as the theoretical grounds. Due to its cultural meaning and authenticity, Guanxi was chosen to focus on affection/feelings (Ganqing), favors between agencies (Renqing), and trust (Xinren) as the key sub-constructs of 'Guanxi' (Yen & Barnes,



2011). According to the literature, these three dimensions are considered to reflect the quality of "Guanxi" (Kipnis, 1997). The following description is mainly from Yen et al. (2011) and other literature.

2.2.1 Ganqing(feelings)

Ganqing can be used to measure and describe the quality of the relationship between two parties, such as having feelings, having good feelings, having deep feelings, etc. (Yen et al., 2011). Ganqing is similar to feelings in English. It also refers to the intensity of people's good and bad feelings toward others, which are established in social interactions. and it's most likely to occur when people are working together in a collaborative and friendly (Jacobs, 1979). The easiest way to enhance relationships is through social activities, such as having meals together or attending events. This kind of adjustment of time to maintain interpersonal relationships is also part of the process of cultivating "Guanxi" (M. Lee & Xu, 2001; Seligman, 2008). Assuming both parties enjoy this approach, there will be opportunities to better nurture feelings and strengthen the relationship by engaging in social activities together. This illustrates the connection between "Guanxi" and affection (Kipnis, 1997). In some literature, the concept of affection is closely related to both personal friendships and social bonds, as both are used to emphasize the degree of affection between two parties (Mavondo & Rodrigo, 2001; Wilson, 1995).

In business, affection refers to the feeling of friendship that develops between two business partners. It is also a genuine concern for one another that is often developed and sustained through formal business meetings and informal social events (Yen & Barnes, 2011). It is a normal reaction that the better the feelings, the better the "Guanxi". Conversely, if the "Guanxi" is not good, the feelings will also be bad. Simply put, every attitude will change, affecting the interdependence between "Guanxi" and affection. Sometimes, people will keep in touch with each other even when they don't need help. This also explains why affection is used as a measure of closeness between two groups (Kipnis, 1997). Cultivating a relationship through affection (Ganqing) at the beginning is very important to create a greater business and interpersonal connection. In the unfavorable working conditions and environment of the manufacturing industry, with a high degree of human interaction and involvement, the development of emotional ties with upstream customers and downstream manufacturers is a major condition that affects the customer satisfaction. In particular, emotional (Ganqing) connections develop when people work together and spend time together (Jacobs, 1979). So we hypothesize that:

H1: Ganqing (feelings) has a positive association with a salesperson's performance.

2.2.2 Renqing(favors)

Renqing (Favor) refers to an informal social obligation to another party through a "Guanxi (relationship)" (Yen et al., 2011). The Chinese term "Renqing" is similar to the English term "favor" (Wong & Leung, 2001). Renqing is a kind of social capital that can play a role in interpersonal communication (Kipnis, 1997), and is often used as "special treatment or courtesy to an individual, the allocation of resources to another party in the course of a business transaction to strengthen the bond between the two parties" (Wong & Leung, 2001). It is another type of connection in Chinese thought that is related to "Guanxi (relationship)" and can be meaningfully maintained. Humanity, which is different from affection, refers to the opposing part of "Guanxi" and emphasizes the need for and fulfillment of obligations and the willingness to pay for them through activities such as the exchange of benefits to facilitate social exchange (Chen, 2001). It emphasizes that humane obligations can be in the form of gifts or favors and can be sustained in exchange for material or non-material forms while retaining the existence of value (Leung et al., 2011; Yen et al., 2011). The giving and receiving of favors is as artistic and complex as the Chinese script. It must follow the principle of reciprocity, as the ancient Chinese proverb says: "If one gives you a peach, you should



requite his favor with a palm) (Hwang, 1987, p. 957). Reciprocity describes the exchange of favors, which is fundamental to the perpetuation of favors to maintain meaningful reciprocity so that the "good Guanxi" is not interrupted (Tsui & Farh, 1997).

The exchange of favors presents the phenomenon of reciprocity, which is an invisible bond that exists in social activities and has its own rules of reciprocity (Berger et al., 2018; Yen & Barnes, 2011). Tied behaviors through mutual benefit demonstrate unobstructed social relationships and are more likely to promote cooperation and coordination (Barnes et al., 2011). However, favors do not need to be returned immediately (Hwang, 1987). The return and reciprocation of favors is based on the exchange between the two parties (Wang, 2007). Nonetheless, there may be situations where favors do not need to be returned, especially if one party decides to break the state of reciprocity (Luo, 2007). Often, this happens when one party loses the "relationship" and decides not to fulfill the favors demanded by the other party as a sign of change in power and new status (Guo, 2001). In Chinese societies, this behavior is not only criticized and violates the principle of reciprocity, but also contradicts the emotions and empathy of the human structure (Wang, 2007). In short, the more benefits are exchanged, the more closely the parties are bound together, which explains why the rule of reciprocity is a long-standing and strictly humane practice. Without the norm of reciprocity, "relationship" cannot be an advantage in interpersonal relationships (Yen et al., 2011). The act of reciprocity and mutual commitment creates a special cultural obligation to do favors, and the skills of constructing and managing favors range from gift-giving, to helping each other in times of need, to food and entertainment. It is a complex and difficult art to control and master, and its overuse may be interpreted as bribery or gossip, but its underuse may be seen as offensive or miserly (Berger & Herstein, 2012; Gu et al., 2008). Therefore, favor has a component of supplication and volition in the "Guanxi" factor (Shi et al., 2011). Thus, we hypothesize that:

H2: Renqing (favors) has a positive association with a salesperson's business performance.

2.2.3 Xinren(trust)

Xinren (Trust) can be interpreted in a business context as showing kindness and goodwill towards the other party in a business relationship when looking after the mutual interests of each party, rather than just looking after one's own interests, which is key to building social interactions and positive relationships (good Guanxi) (Kipnis, 1997; Yen et al., 2011). Salespersons need to be reassured when dealing with each other that interactions between them are confidential and that positive rapport is achieved because they can trust each other (Berry, 1995). It is further suggested that relationship marketing is based on trust. In the context of "Guanxi", apart from feelings and favors (Ganqing&Renqing), another important component is trust, also an important component of success in a partnership (Tsang, 1998). Customer loyalty emphasizes the importance of trust because to gain customer loyalty, one must first gain trust (Reichheld & Schefter, 2000). In addition, the experiential process of establishing and keeping promises and developing qualitative relationships is also characterized by trust (Dwyer et al., 1987; Gronroos, 1990; Hewett & Bearden, 2001). Good trusting relationships are based on an individual's prior history, reputation, and experiences related to historical transactions. Therefore, Xinren (trust) is one of the most respected elements, especially in Chinese business relationships (Wong & Chan, 1999). Xinren (Trust), which relates to the degree of mutual confidence in the relationship and centers on the length of the relationship, how business interactions are conducted, and how disputes are resolved, is the cognitive component of the "Guanxi" and leads to the fulfillment of the best intentions that both parties can hope for (Yang, 1994).

Therefore, Xinren (Trust) is an important factor for successful business cooperation. Since the production process of a manufacturer's product is long and the possibility of remanufacturing is low, it is important to have a foundation of trust between the two parties from the beginning of the contract until the formal transaction, and there is no value in complying with the formal contract if it is



lost. In order to have a solid relationship, it is necessary to have a foundation of trust. Therefore, it is important to establish mutual trust between the two parties before entering into any transaction (Hitt et al., 2000). Based on the concept of personal trustworthiness relationship exchange is a prerequisite. Trust also builds status and prestige in the society because when an individual is trusted, he/she is also recognized for his/her competence. Thus, Xinren (Trust) is an important component of successful cooperation, and also influences the business performance of a salesperson (Dwyer et al., 1987). So, we hypothesize that:

H3: Xinren (trust) positively associates with a salesperson's business performance.

2.3 Working hard and Working smart

For salespersons, working hard and working smart have been viewed as two important dimensions for their business success (Sujan et al. 1994). Working smart refers to "an optimal behavior to fit sales situations", and working hard is defined as "the overall amount of effort salespeople devote to their work" (Sujan et al. 1994, p.40). Working hard (effort) and working smart (adaptive selling) are more related to salespersons' intrinsic motivations rather than extrinsic motivations, so these two behaviors last longer and are more predictable (Good et al., 2022). Working hard indicates that salespersons spend much time and effort solving customers' problems or facilitating business exchanges and processing. Besides, working smart is viewed as "the use of knowledge to direct effort" (Ogilvie et al., 2017). In other words, working smart reflects salespersons' devotion to adjusting the process of exchanges to boost efficiency and effectiveness. Both working hard and smart are the key factors of business success. In addition, these two constructs are seen as the in-role behaviors of a salesperson, and most importantly, they are highly associated with salespersons' performance because these two salespersons' in-role behaviors shape customers' perceptions and eventually trigger the sales outcomes (Schrock et al., 2021).

As such, extant research has shown that these two constructs can depict a salesperson's performance (Good et al., 2022; Mayberry et al., 2018; Ogilvie et al., 2017; Schrock et al., 2021, Sujan et al. 1994). Then we hypothesize that:

H4: Working hard positively associates with a salesperson's business performance.

H5: Working smart positively associates with a salesperson's business performance.

III. Methodology

3.1 Participants

In this study, a questionnaire was used to solicit the responses of salespersons of the metal-product manufacturing industry in Taiwan. To make the collection simple and safe, a Google form will be used as the sending method to collect the formal sample data. This way of research eliminates the need to worry about the sender's attitude, preserves the privacy of the two-way respondents, and reduces the issues of social desirability. It can also increase the authenticity and value of the study. This target of this survey is sales representatives (salespersons). The final valid questionnaires were 220, and the sample profiles were shown in Table 1 and described as follows:

(I) Profile description of respondents

In the sample of businesspeople, there are 132 men (60%); the age group is mainly concentrated in the 35~49 years of age (50%); the average business experience (tenure) of respondents is more than 7 years.



Table 1: The Profile of Respondents

demographics	Sales personnel (n=220)	
	n	%
Sex		
Biological female	88	40.0
Biological male	132	60.0
Age		
Under 35	57	25.9
35~49	110	50.0
50 and above	53	24.1
Working tenure		
1~3 years	61	27.7
4~6 years	43	19.5
7 and above	116	52.7

3.2 Analysis

We tested our hypotheses with SPSS 25.0 and structural equation modeling via Partial Least Square analysis (PLS), a widely used technique that integrates the assumptions, constructs, and hypotheses in an explicit theory (Hair et al. 2017), with which measurements can be simultaneously tested within the context of a structural path model.

3.2.1 Measures and Measurement Model

In the measurement model analysis stage, this study first determined two important indicators: (1) whether the measurement variables in the model can correctly measure their potential variables under the consideration of the overall model; (2) whether there are measurement variables loaded on different factors; that is, whether the research model achieves two important group validity: convergent validity, which refers to the high degree of correlation between the variables from related variables measured in different ways, and the same measurement scores and results for the same things; differential validity, which means that the measurement scores and results should be the same for the same things; and differential validity, which means that the measurement scores and results for the same things should be the same. Convergent validity refers to the degree of correlation between variables from related variables measured in different ways, and it also refers to the fact that measurement scores and results should be the same when measuring the same thing. Discriminant validity refers to the fact that the results of measuring two different concepts, whether by the same or different methods, can be used by the same or different people to measure the same thing. In this study, the most commonly used indicators were selected to evaluate the measurement model according to Bagozzi & Yi's suggestion.

3.2.2 Reliability Analysis of the Constructs

When checking the reliability, it was found that the correlation coefficients of the items were all higher than 0.5 and the Cronbach's α values of the constructs were higher than 0.7, which indicated that the scale had good reliability and was suitable for subsequent validated factor analyses (Cuieford, 1965). Next, the study adopted Anderson & Gerbing's two-stage analysis methodology by first conducting a Confirmatory Factor Analysis (CFA), then conducting a correlation analysis of the pathway model, and if the indicators of extrinsic quality of the overall measurement model did not meet the evaluation criteria suggested by Bagozzi & Yi, then referring to the reasonable inference of causal covariance between the modified indicators and the variables (Anderson & Gerbing, 1988; Bagozzi & Yi, 1988), then the model was modified.

(1) Reliability test



To analyze the reliability and validity of the model, this study will use the estimation of the measurement model. It was found that after observing the component reliability (CR) of each construct, the component reliability of all observed variables was higher than 0.6, representing a good internal consistency of the research model (Fornell & Larcker, 1981). The average variance extracted (AVE) was above 0.5 for all observed variables, reaffirming the conceptualization of good construct reliability, in line with Fornell & Larcker's recommendation that the standard value should be greater than 0.5.

Table 2: Measurements of Constructs

	Loadings	Tvalue	Cronbach CR	AVE
			α	
Sales performance			.916	.941 .799
My clients are willing to maintain a long-term relationship with me.	0.915	57.685		
Customers will help me introduce myself to other businessmen and become my new customers.	0.872	41.375		
Overall, customers are very satisfied with my service.	0.906	55.225		
Customers are usually very satisfied with my quotes and products.	0.881	32.833		
Ganqing,			.912	.935 .741
Frequent interactions with clients	0.844	33.159		
Talk to my clients as if they were my friends.	0.883	48.881		
I am as close to clients as family.	0.880	42.473		
Before I make a big decision, I think about whether I will hurt this client's feelings.	0.804	27.839		
Clients are like a brother or sister to me.	0.891	49.63		
Renqing,			.816	.877 .641
I feel obligated to do this client a favor.	0.823	25.442		
Doing favors is part of doing business	0.775	19.619		
It's important to be courteous and give each other favors.	0.771	16.071		
When a customer asks for something, I will be happy to help.	0.832	29.781		
Xinren			.897	.935 .828
I am sincere with clients.	0.910	60.349		
I "will not" make false promises to my clients.	0.911	49.43		
I am open and transparent with my clients	0.910	53.439		
Working Hard			.809	.887 .693
When a client rejects me, I "don't" give up.	0.885	32.275		
I will continue to work hard until I get the contract.	0.919	72.054		
For me, I put a lot of time into my work.	0.742	14.712		
Working Smart			.780	.871 .693
I will prioritize my client's concerns carefully.	0.825	27.131		
For each client contact or inquiry, I set my own personal business goals and trading opportunities.	0.865	39.56		
I have a weekly work plan.	0.806	20.113		

(2) Validity test

In the present study, the observed items of the concepts had good convergent validity. Table 2 shows that all the factors of the observed variables had factor loadings above 0.50 (Anderson & Gerbing, 1988; Bagozzi & Yi, 1988). In terms of discriminant validity, as shown in Table 3, the square root of the AVE must be greater than the correlation coefficient between the constructs (Fornell & Larcker, 1981), and the results are as shown in Table 3. In addition, the HTMT was used to conduct analyses, as



shown in Table 4, and it can also be seen that all the values are lower than 0.85, which is good for the discriminant validity in this study. Discriminant validity in this research model (Hair et al., 2017).

Table 3: Correlations and Discriminant Validity (Fornell & Larcker Rule)

	1	2	3	4	5	6
1 Ganqing (feelings)	0.861					
2 Renqing (favor)	0.645	0.801				
3 WORK HARD	0.426	0.510	0.852			
4 WORK SMART	0.476	0.608	0.665	0.832		
5 Xinren (trust)	0.400	0.628	0.598	0.649	0.910	
6 Performance	0.469	0.645	0.664	0.706	0.623	0.894

Note: The numbers on the diagonal are squared root of AVE.

Table 4: The results of HTMT

	1	2	3	4	5	6
1 Ganqing (feelings)						
2 Renqing (favor)	0.739					
3 WORK HARD	0.496	0.606				
4 WORK SMART	0.555	0.745	0.829			
5 Xinren (trust)	0.437	0.713	0.694	0.767		
6 Performance	0.509	0.725	0.766	0.827	0.686	

Note: All figures were under 0.85, indicating discriminant validity (Hair et al., 2017)

IV. Research Results

To test the structural modeling of this study, Smart PLS 3.0 was used, and the Bootstrapping method was used to calculate the significance intervals of the model coefficients (Bollen & Stine, 1992; Efron, 1979), with the autosomal repetitive sampling method analysis (Resamples) set to 3000, and a one-tailed test. The structural model was mainly validated by estimating the path coefficients and R^2 values. The path coefficients represent the strength and direction of the relationships between the study variables and hypothesize the causal patterns of the observed and potential variables. At the same time, the R^2 values are the percentage of the variance explained by exogenous versus endogenous variables, representing the predictive power of the study model. The study shows that the R^2 is 0.624, which is good regarding predictive power in cross-sectional data. The coefficient of variation VIF is less than 3, and the covariance problem is insignificant. The results are shown in Table 5 and Figure 1.

The impact of Ganqing (feelings) on sales performance is insignificant, i.e., H1 is not supported ($\beta = 0.002$, $p > 0.1$). However, the impact of Renqing (favor) on sales performance is significant ($\beta = 0.258$, $p < 0.001$), i.e., H2 is supported. The path from Xinren (trust) to sales performance was slightly significant ($\beta = 0.103$, $p < 0.1$), i.e., H3 was marginally supported.

In addition, working hard and working smart, which are traditionally used to predict business performance, are significant as expected, thus H4 and H5 were supported, as shown in Figure 1 and Table 5.

Table 5: SEM Model Results

	beta	T-value	P Value	VIF
H1:Ganqing→ sales' business performance	0.002	0.036	0.486	1.779
H2:Reqing→ sales' business performance	0.258	3.426	0.000	2.486
H3: Xinren→ sales' business performance	0.103	1.614	0.053	2.187
H4:WORK HARD→ sales' business performance	0.270	3.809	0.000	1.995
H5:WORK SMART→ sales' business performance	0.302	4.290	0.000	2.380
MODEL FIT (SRMR)	0.072			
R ²	0.624			

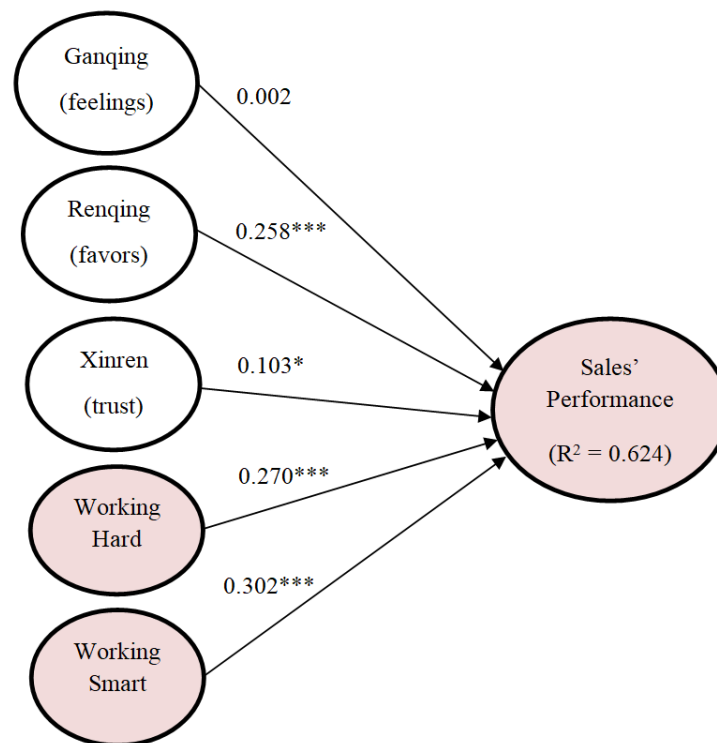


Fig. 1: SEM Results

Note: *** $p < 0.01$ ** $p < 0.05$ * $p < 0.1$

V. Conclusion

The findings of this study show that among three Guanxi factors, the construct of Renqing (favor) is the highest value, followed by Xinren (trust), and the Ganqing (feelings) construct is the lowest. Besides, "working hard" and "working smart" were significantly impacted sales performance, as expected. The low value of the Ganqing in this study is unsimilar to the results of past relationship studies in China and Hong Kong. Through this study, we can gain a new understanding of the quality of the concepts, explore the current situation of "Guanxi" in this industry.

The research scope of the study is the traditional manufacturing industry of metal products, which has a deep relationship with people and trust. Because of the special characteristics of this industry, the mutual benefits of favors and resource allocation are obvious. Because of the technical requirements of industrial products, the choice of manufacturing plants is limited, so the interdependence of the socialties is obvious, with the customer providing the demand and the



manufacturer paying for the technology in exchange for profits, and through the exchange and fulfillment of the obligation to promote the exchange between the two sides. Therefore, the scope of the concept of Renqing(favors) is both commercial and personal interests, and to maintain a long-term relationship with the exchange of feedback is also long-term.

The effect of Ganqing is not particularly obvious, because it usually exists in the manufacturing activities, from the sales staff's long hours of work to obtain contracts to the long delivery period of product manufacturing labor, and there are standardized inspections, but also more to promote the creation of a warm relationship between the two sides.

Xinren(Trust)is also considered to be an important factor for this study, as the products manufactured in this study are used in industrial applications due to the specificity of the industry, and some of the items are classified as hazardous. Both parties have a much higher level of trust than normal because we have conducted surveys of manufacturers and verified past performance beforehand. That is, the relevant technical inspection system disperses the risks and concerns of both parties. As sound regulations and laws limiting the arbitrariness of both customers and manufacturers, thus eliminating the need to worry about the product's durability after the transaction. Credit should be built on products and mutual trust, and the extension and connection of feelings, because of trust and human relations, is better than intentional cultivation and continuity. Hence, the supply and demand of each other is close to each other, must be mutually binding, and can benefit from each other. At the beginning of cultivating healthy "Guanxi", feelings and favors also need to be reciprocated and connected. In establishing "Guanxi", Xinren(trust), Ganqing(feelings), and Renqing(favors) have their own needs and play their important functions and roles. The "Guanxi" will be adjusted and adapted. However, it cannot stay at a certain stage because the value of the mutual relationship will constantly change with the conflict of interests.

The hard and smart work in this study is the basic attitude of the salesworkers in this manufacturing industry. Although there is occasional demand for exclusive products in this industry, efforts to continue to obtain contracts to prove that hard work is necessary relentlessly, the arrangement of smart work begins in the customer contact and inquiries, but also in the planning of the sales staff, so it is also necessary to have a good working method and spirit in order to retain customers, and diligent efforts to maintain the normal operation of the rules and conditions.

In order to mitigate the continuous poor quality of the connection, the party who holds the resources should understand and adjust the "Guanxi", rather than become the role of the resource allocator and respect the reciprocal coexistence and co-benefit thinking in order to make the performance of the two sides more long-lasting and expansion, and toward the good degree of development. Learn to take a long-term view of the relationship. Only those who can share the benefits of coexistence and co-prosperity can gain more, while those who only enjoy the benefits alone will lose more. The best spirit of "Guanxi" is to have the spirit of mutual benefit to others, and to be able to develop a harmonious and balanced relationship with the whole, so that the coexistence and co-prosperity of both sides can be pushed in the right direction, and achieve a sustainable operation and a closer bond.

5.1 Managerial Implications

In this study, the sentiment index of the concept of "relationship" is much lower than that of other items, so the related parties in this industry should also be alerted. Depending on the level of relationship, there is a difference in the level of affection between the two parties, and the inconvenience of not being able to see each other creates a distance, but this should not be regarded as the norm. Connection is the condition for the establishment of feelings. Keeping in touch with each other allows them to feel each other's warmth. After being separated from the sense of alienation generated by abnormal events,It is also necessary to strengthen interaction so that feelings will not be lost and to wait for the abnormality to pass before regaining the closeness, integration, and warmth of



the connection. The warmth of the feelings will be maintained because of the regularity of the relationship.

To all “Guanxi(relationship)” people should have the heart of mutual benefit, even if you receive a little bit of favor should be doubled to repay, and no matter how much others give us, we should know how to repay the kindness of a little bit of spring. Becoming the best confidant of both parties is also the best expression of intimacy and tenderness in the “relationship”. From the point of view of maximum performance, all behavior must be subordinate to the requirements of the best interests. Maintaining a relationship is a long-term process. Arbitrary, arbitrary, and biased practices that result in an excessive pursuit of profits and performance are the beginning of a readjustment. The meaning and value of “Guanxi(relationships)” are also characterized by the fact that groups of people who share the same dependencies and values can be grouped together to create visibility for their existence and to create greater connections.

The process of maintaining and adjusting the relationship will have periods of collision and highs and lows, and it is important to determine the right amount of strength and the right face. Do not operate in the same way as you did in the past because the context of time and space and the people who work with them are always changing. Each new connection needs to be carefully thought out and strategized, or it will have a negative impact if you operate in the same way as you did in the past. Judging the beginning of each new relationship, evaluating the resources invested in non-constructive people and things, being efficient, having a careful and positive attitude, thinking of a win-win attitude towards each other's development, understanding the concept and managing to assess their own resources realistically, choosing the right time to choose the other party, and never placing themselves in a speculative situation.

In the choice between short-term interests and long-term “relationships,” most people tend to choose their interests and, in the process of decision-making, mold their own personal values in the tug of choosing and struggling. Instead of interacting and comparing superficial wealth, tangled performance, and disparity between the rich and the poor, we can recognize the meaning of existence and create new values and a future.

5.2 Limitations and Avenue for Future Research

The research method is a questionnaire survey, and the scope is Taiwan, if it can be expanded or extended to other countries or regions, and to regions that Confucianism influences, such as Japan and Korea, or New Malaysia and Vietnam, because of the different environments and cultures, there will be different stances. It is believed that there will be more differences and areas for study. In addition, it is also valuable to add more industries, such as service industry, trading industry or other industries, to the list of industries to be studied. Besides, the industries in which the questionnaires were distributed are Taiwan's manufacturing companies and related customers. Due to the specificity of the industries in which they are located, they are more closed, and the reciprocity and dependence of the relationship between the two sides is more obvious than that of the general industries in which they coexist and share the benefits. Interviews can be added to allow interviewees to give more in-depth descriptions of the implementation and dependence of their industries, which may lead to different conclusions.

The important conditions for establishing mutual benefits and realizing the spirit of “relationship” should be differentiated. It is necessary to observe all aspects and ask the right questions, or even to understand the subjective and objective conditions and the structure and development of each phenomenon in order to formulate questions and solutions; if the questions are not in the right direction, the answers will not be correct either. If you cannot analyze from a higher height and a broader perspective, you will only be limited by incomplete and fragmented information. To adjust the “Guanxi(relationship)”, you need to know how the two parties operate because each link is interconnected, and only by calmly observing one by one can you stabilize the foundation and



calmly cope with the various effects that arise in each client. The concept of “relationship” exists independently between the two parties, with mutual assistance and benefit, honesty and openness in their dealings, and good practical needs to enhance the value of each other so that each party understands the value of existence and belonging, and recognizes and understands the other party's situation and significance. Do not operate in the same way as you did in the past, because the time and space context and the people who work with them are always changing, and each new connection needs to be carefully thought out and strategized, or it will have a negative impact if you operate in the same way as you did in the past.

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Author's biography

Chih-Jung Lee is currently pursuing a doctoral degree in the Marketing Department of the College of Management at National Kaohsiung University of Science and Technology, specializing in marketing-related studies. Professionally, Lee has over three years of experience in the insurance and finance sectors. Prior to entering these industries, Lee worked in the accounting department at a university, gaining valuable expertise in financial and administrative operations.